

Transportation Demand Management Panel of Experts - Morning Session Summary Wednesday, June 12, 2002 Hotel Boulderado, Boulder CO

The Panel of Experts provided an interactive forum for the Boulder community to discuss the application and development of various TDM strategies in Boulder. Through ongoing dialogue, the City learned from the lessons in other communities.

Introductions

- ✓ City of Boulder interested in hearing practical, implementation-based experience in TDM from other TMAs in the US
- ✓ Panel of Experts are from communities who have similar demographics and issues Boulder faces
- ✓ Further the understanding of TDM and possible implementation in Boulder

Owen Ronchelli, Portland Oregon

- ✓ Program Director, Lloyd District TMA
- ✓ Portland is very similar to Boulder
- ✓ Business interest in TDM has been a catalyst for furthering program

Bob Penniman, Burlington Vermont

- ✓ Executive Director, Campus Area TMA (CATMA)
- ✓ Burlington is similar to Boulder with several educational institutions in the area
- ✓ TDM is incorporated into university and business community.

Michael Lappen, South San Francisco, California

- ✓ Senior Planner, City of South San Francisco
- ✓ City of South San Francisco is located on the edge of a large metropolitan area.
- ✓ Main Goal is to attract and retain employees in the area.
- ✓ TDM plays an integral role in development and land use policies.

Preston Schiller, Ph.D., Bellingham, Washington

- ✓ Adjunct Faculty Member, Western Washington University
- ✓ Concentrates on TDM and environmental responsibility.



Presentations

Owen Ronchelli, Lloyd District TMA

- ✓ TMA established in 1994 as a non-profit organization, currently has 53 member business organizations representing 8,000 employees, partners with the City.
- ✓ TMA has one half time Executive Director, Program Director, and one assistant.
- ✓ 500,000 people live within the district, 1.3 million in the Portland metropolitan area.
- ✓ Represents 650 businesses with 13,500 workers comprising mostly of commercial, with office and retail and service industry employers. Area has all the benefits of a downtown area but is in a suburban location. High density. Area is a major tourist destination, including hotels, convention center, sports and entertainment venues
- ✓ Area has several universities, but is not considered a university town like Boulder. 40% of students take the bus because it is too expensive to park, or there is no parking available.
- ✓ TMA was formed because area businesses were concerned about access issues and congestion in addition to a statewide mandate to reduce SOV trips
- ✓ 17,000 additional jobs are expected in region within next 15 years
- ✓ Area is well serviced by alternative transportation modes, including bus and light rail, bikeways, and on-street parking for carpoolers
- ✓ TMA aims for targeted and measurable results; TMA is only as effective as the businesses that make up the membership
- ✓ TMA believe that in addition to a proactive board of directors, the volunteers are key to the successfulness of the program.
- ✓ Funding comes from diverse resources: TMA is not funded by membership; City agreed to return some of the parking fees to the TMA and in 2000 a business license fee was adopted (portion for TMA and portion for Light Rail)
- ✓ Transit Pass Program is their most valuable program. The TMA has an agreement with the transit agency that when they sell 2,000 passes, a new transit route will be introduced. More than half of the district's employees have transit passes.
- ✓ The TMA is partnered with FlexCar; anyone who has a transit pass gets a discounted membership to FlexCar. This program is unique to the Lloyd district because it attracts those who are already using alternative modes. FlexCar has 30 different vehicle locations within the district
- ✓ In terms of public outreach, approximately 150 walk-in inquiries are received per month, 50 emails per day and hits on their website from around the world. Essentially the TMA functions as a transportation department for their members. TMA approaches all areas of the business, from the individual employees to the new hire
- ✓ Oregon has strict parking requirements; a building can build adjacent parking, however there must be a building to build on-site parking structures. The TMA encouraged changes to parking by eliminating all



free parking, so that was inevitable that people had to pay for parking. This cut down on commuter parking and going into the adjacent downtown area. Average parking fees are \$70 per month. The area has 5-hour meters so that downtown commuters are inconvenienced to park there, yet Lloyd district commuters can feed the meters.

- ✓ VMT reduced by 5.5 million miles annually, equating to 11 round trips to the moon and back; 1,433 less vehicles are coming into the district;
- ✓ Walking trips made biggest increase of all commuter modes 46%
- ✓ 36% of all employees within the district take the bus to work; 53% are still driving SOV to work.

Bob Penniman, Campus Area TMA (CATMA)

- ✓ City is similar to Boulder in that it is a college town - 11,000 students including grad students
- ✓ University of located within a 1 square mile area surrounded by dense neighborhoods, creating huge transportation problems!
- ✓ Vermont has a total population of roughly 600,000, 1/3 live in the northwestern area.
- ✓ IBM and Bombardier Aerospace located in the area, and skiing facilities is located within a ½ hour drive
- ✓ In 1988, the City of Burlington retained Bob as a consulting to the area because it was thought that the area needed more parking facilities. Projected parking needs were estimated at costing \$36 million dollars in the campus area. As a result, the City embarked on trying to find other solutions to the parking problems.
- ✓ TMA was formed to address the parking problems
- ✓ University of Vermont is the largest member of the TMA
- ✓ Total employee base is 9,000 employees 13,000 students within the TMA
- ✓ TMA has changed land use laws that provide incentives allowing for reduced parking to stipulate as conditions of land use permits.
- ✓ Shuttles are their life blood – 21 vehicles are jointly managed
- ✓ Shuttles were first introduced in the early 1980's when the addition of a newly built hospital led to major transportation problems. The shuttles now run intercampus, and are approaching 2 million boarding's per year.
- ✓ Shuttle system is completely free
- ✓ TMA is involved in developing workplace TDM initiatives such as guaranteed ride home, car pooling, vanpooling, flexible work times, transit subsidies, ridesharing programs etc. A new program is being launched where the TMA will own the vans in order to cut down on liability issues.
- ✓ Can't stress enough how important offering a Guaranteed Ride Home program is, not just regionally but employer based as well.
- ✓ Have developed a newsletter that distributes information to the community at large, as well as advertising rideshare listings.
- ✓ TMA continuously surveys it's members and residents in order to always know what is happening in the area in terms of traffic and parking counts, and localized trip and parking demand. A database was developed to track this information.



TDM Panel of Experts

- ✓ TMA is working to get at least 40% of SOVs off the road by 2005 (the end of the hospital construction – additional parking that is being created now will be only for hospital patrons)
- ✓ The TMA recently passed a resolution to continue TDM initiatives. They will continue to develop shuttle service and parking facilities that will house parking for the shuttle only.

Michael Lappen, City of South San Francisco

- ✓ City is developing like crazy since the 1990's, with large concentrations of biotechnology research and development (R&D) firms.
- ✓ Area boomed due to it's cheap land and close proximity to the San Francisco International Airport
- ✓ 9 biotechnology campuses have developed on the site; 2 additional biotech R&D firms will open between 2002 and 2004
- ✓ Employment is projected to increase by 2.4 times, from 21,654 to 52,880
- ✓ Prior to the boom in the 1990's, the primary sectors were heavy industrial; as a result, the area experiences a lot of congestion due to the layout
- ✓ Several transit systems service the area: BART (Bay Area Rapid Transit), CALTRAIN
- ✓ Each county has it's own bus system - 7 counties in the metropolitan area
- ✓ No universal fare system; therefore for each system you pay a different fare.
- ✓ City of South San Francisco is serviced directly by SamTRANS.
- ✓ City of South San Francisco relies mostly in land use incentives and disincentives
- ✓ Basic Floor Area Ratio: this allows businesses to build for high densities ONLY if they implement an aggressive TDM program.
- ✓ As a result, employers must implement TDM in order to maximize the site
- ✓ Any business that creates 100+ trips during the peak hour will have to follow certain measures, including bicycle parking, carpools, ETC, showers and lockers, pedestrian connections, shuttle programs, and participate in a TMA. These are required. At least ONE of the following must also be implemented: flex time, compressed work week, land dedication for transit/bus, reduced parking, telework, onsite amenities, parking cash out, etc.
- ✓ Area has a goal of 28% of employees using alternative modes. Each employer is required to submit an annual report. If the employer cannot demonstrate that they have reached the 28% goal, they must implement other measures. Penalties are included in the ordinance that they will be penalized if they do not reach these performance objectives
- ✓ By having these guidelines in place, it allows for flexibility within the employer



Preston Schiller, Western Washington University

Bellingham, WA

- ✓ Most office parking is only used 50-60% during office hours.
- ✓ Most retail parking is only 20-30% occupied during business hours; most of the retail parking is built for the Christmas crunch
- ✓ The true cost of a surface parking space is at least \$5 per day; the true cost of a parking structure is at least \$15 per day
- ✓ We must ensure and pay attention to the safety of the pedestrian
- ✓ Once you build parking, it is hard to re-use that facility for something else.
- ✓ Do we want parking or parks in our urban area? That is the KEY question.
- ✓ We should invest more in bicycle parking, not car parking
- ✓ What can a city do?
- ✓ Stop oversupplying car parking
- ✓ Stop subsidizing car parking
- ✓ Change zoning requirements from parking minimums to parking maximums
- ✓ Promote student and university-wide transit pass programs
- ✓ Disconnect parking fees from rentals in commercial and residential properties
- ✓ Manage parking better
- ✓ Promote and subsidize bicycle parking
- ✓ Promote car sharing and car cooperatives
- ✓ Build affordable housing over parking lots
- ✓ Do mall makeovers (convert to mixed-use developments)
- ✓ Create a car free neighborhood as an experimental model



Questions:

Is job growth (jobs to population balancing) in any of your TDM programs?

All panel of experts members indicated that no, jobs to population balancing was not included in any of their TDM programs.

Michael Lappen: South San Francisco experimented with it approximately 10 years ago, however it resulted in the decline and near demise of an industry in their state. As a result, community leaders unanimously agreed that transit development required greater, not lower density, in order to be a successful and viable alternative.

Are there any efforts to scale back employment density or provide for housing?

Michael Lappen: South San Francisco provides a Floor-Area Ratio (FAR) incentive to developers for TDM programs, but not housing.

What is the role of Regulatory Agencies in TMA's?

Owen Ronchelli: As a private organization they were able to get some of the sales and benefits of the sale of transit passes. Their TMA also does a lot of the marketing for the Regional Transportation District. The commission that they get in return for the marketing doesn't really cover the cost of what they put into the effort. Their experience is that it has been difficult getting participation and consensus, and is willing to take credit for what has been done to date, but will not provide more resources or participate more.

Are there equity issues raised with the Transit Pass program?

Owen Ronchelli: For every 6,000 transit passes the TMA sells on behalf of the Regional Transportation District, a new transit line will go into place, usually to serve the people in that particular area. If a certain area goes the extra steps to get more transit users on board, then they should get more recognition (i.e. more service). The City has some bylaws that do address this issue. To date, 6,000 passes have been sold, and therefore the area should get another bus route. However, a debate is occurring on if a new bus line should be provided, or if they should increase the frequency of service on already existing routes.

Disconnecting Parking Fees from Residential and Commercial Properties.

Preston Schiller: By disconnecting Parking Fees from Residential and Commercial Properties. Money is saved because there is no need for a car and therefore the residential property doesn't have to charge for parking. There always seems to be a debate on how much parking a building should have. Developers always want to put less in, because it will cost them less. However, if you separate parking from the building, then people will begin to be less dependent on their vehicle and it also lowers rent and increases land use efficiency. Most parking arrangements are bundled in with commercial rents. When you unbundled them, programs such as parking cash out are a lot easier to implement. Additionally, federal tax codes have made it easier to get the financial incentives.



How have you gotten businesses to become members of the TMA?

Owen Ronchelli: When it comes to businesses, dollars speak to them the most, and if you can assign a dollar value to what they will get when they join a TMA, all they will ask is “where do I sign up!” The benefits to the employer as a member are more potential revenue, and reduced parking costs to them. Unbundling parking makes complete sense. Ask your tenant how many spaces they really need. The tenant might not need as many as you think they will need. By unbundling parking, rent and overhead costs are reduced. For example, a parking spot may cost \$70 per month, however a transit may cost only \$13 per month through the TMA. Dollars are what talk to employers.

What are your thoughts on TMA employees not being City employees? Does it have any type of effect?

Bob Penniman: City employees are on every committee. The TMA actually begins to serve as a resource for the entire community at large. They are the advocates for transportation in the neighborhoods. For example, TMAs advocate with the City's Public Works Department to get traffic calming devices in place. The TMA must build credibility about what they do in the community. In order to do so, they don't have to be a governmental organization. Private businesses can do so as well, just as effectively. It is the quality of the people and the mission the TMA is working to achieve that is important.

Except for one city employee, all Panel members appear to be part of an authority, such as a TMA. How do you feel this either contributed or took away from your successes?

Owen Ronchelli: The Lloyd District's success resulted from being driven by a vibrant private sector, whose interests coincided with that of the public sector. We learned that government mandates do not necessarily work. Rather, innovative ideas can be applied through the private sector. Although the city government participates with the TMA, government officials are non-voting members of the TMA.

What are the costs of the shuttle services you provide, and are there any union issues with regards to work regulations?

Michael Lappen: The City supports unions and the shuttle service is within the City ordinances. If there is a conflict, sometimes this can compromise the users of the system

Bob Penniman: There is a lot of blood and turf in the transit world. Shuttle systems are perceived as being threats to transit systems. So each time everyone would get together and try to talk, the old mentality of urban mass transit was manifested into how they priced their cost of service. For example, transit services cost \$65 per hour, while shuttles cost \$35 per hour. Recently, the mindset has changed. In Vermont, they are switching back to the shuttle system, due to the rural nature of the state.



How long have you had the FlexCar program, and how effective has the program been?

Own Ronchelli: The FlexCar Program was implemented in late 1999. To be quite honest, the program isn't a huge success. Several incentives, such as if you have a transit pass you get a discounted membership has been introduced. This has created more interest, so the program is being re-written so that an initial "credit" will be given to allow a user to try out the program for free in the beginning. The TMA is donating \$25 and FlexCar matches that donation, so after the initiation fee you can use the service for free for the first few times. This allows users to see the benefit of the program. This benefit is only for those who hold a transit pass, and is a value added service. The initial goal was to get 200 people participating in the program, however so far they only have 45 registrants. There are 2 cars located in the immediate vicinity, and 2 in the adjacent district. The program is currently being revised and tweaked to fit the mission and provide a valuable service that will be utilized.

Disconnecting Parking Fees from Residential and Commercial Properties.

Owen Ronchelli: Current tenants like Kaiser Permanente, who has an office tower and 2 surface parking lots that haven't been developed yet, own the business parking lots. These 2 parking lots contain natural infill development. A Texan developer just developed a 17-story building on land that has been vacant, and due to the downturn in the economy the building is vacant. The area is mainly 2/3-office employment and 1/3 retail employment. The new development might have some additional retail development on the first (street level) floor.

Disconnecting Parking Fees from Residential and Commercial Properties.

Bob Penniman: Neighbors are concerned that students will just park in the neighborhood. The University has a policy that juniors and seniors are able to live off campus, but everyone else must live on campus. Therefore, affordable housing is a major issue. By agreement with city and the University, traditional apartment buildings are being constructed now. Neighborhoods surrounding the university are encouraged to have only residential parking. Any parking program will be unproductive if there are free parking options close by. Based upon previous experience, they use the ratio of 0.25 parking spaces per student bed. If you have 1000 beds, then you only have 250 parking spots. Apartment style living is interesting dynamic, and for upper class and graduate students only. Parking is a big issue if you want to bring the students back. For the apartment style living, the parking ratio is 0.75 parking spaces per student bad, which also includes visitors. We want to change that to 0.5 ideally.

Preston Schiller: The individual nuts and bolts are extremely difficult when it comes to parking. Someone needs to take public and private interest and change the mindset: YOUNG PEOPLE DON'T NEED CARS!!! Why are teenagers driving? They drive because they work, and they are working because they are trying to pay for their cars!

